



IMPACT REPORT

June 2021



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BACKGROUND AND CONCEPT

'Quem Quer Ser Empreendedor?' (QQSE) is an entrepreneurship support program based in Luanda, Angola between May 2019, and June 2021. This program, structured as an entrepreneurship competition, is sector agnostic and aimed at Angolan youth with a solid business idea (tested and proven concept) or with a business in its early stages.

Luanda is by far the largest city in Angola. As of 2021, over 2.7 million people live in the country's capital, which is also Angola's industrial, cultural, and urban center (Faria, 2021). In Luanda youth population is growing fast while the economy is not creating enough jobs to absorb all this new workforce.

Having in mind these demographic and economic forecasts, the program's end goal is to promote the growth and development of entrepreneurship in Luanda, by changing the narrative and debunking the myths about who can become a successful entrepreneur.

In turn, QQSE expected to achieve the following outcomes:

- Entrepreneurs become ready to successfully pitch, attract investments and grow their businesses.
- Businesses owned by minorities have increased visibility in the ecosystem.
- Entrepreneurs become champions that nurture their peers' journey.
- Stakeholders are more connected and take ownership for the ecosystem's elevation.
- Young entrepreneurs have greater access to market and to financing opportunities in Luanda.
- Information and lessons from the ecosystem in Luanda are available to support further interventions.

To achieve these outcomes, the following specific objectives were established and met:

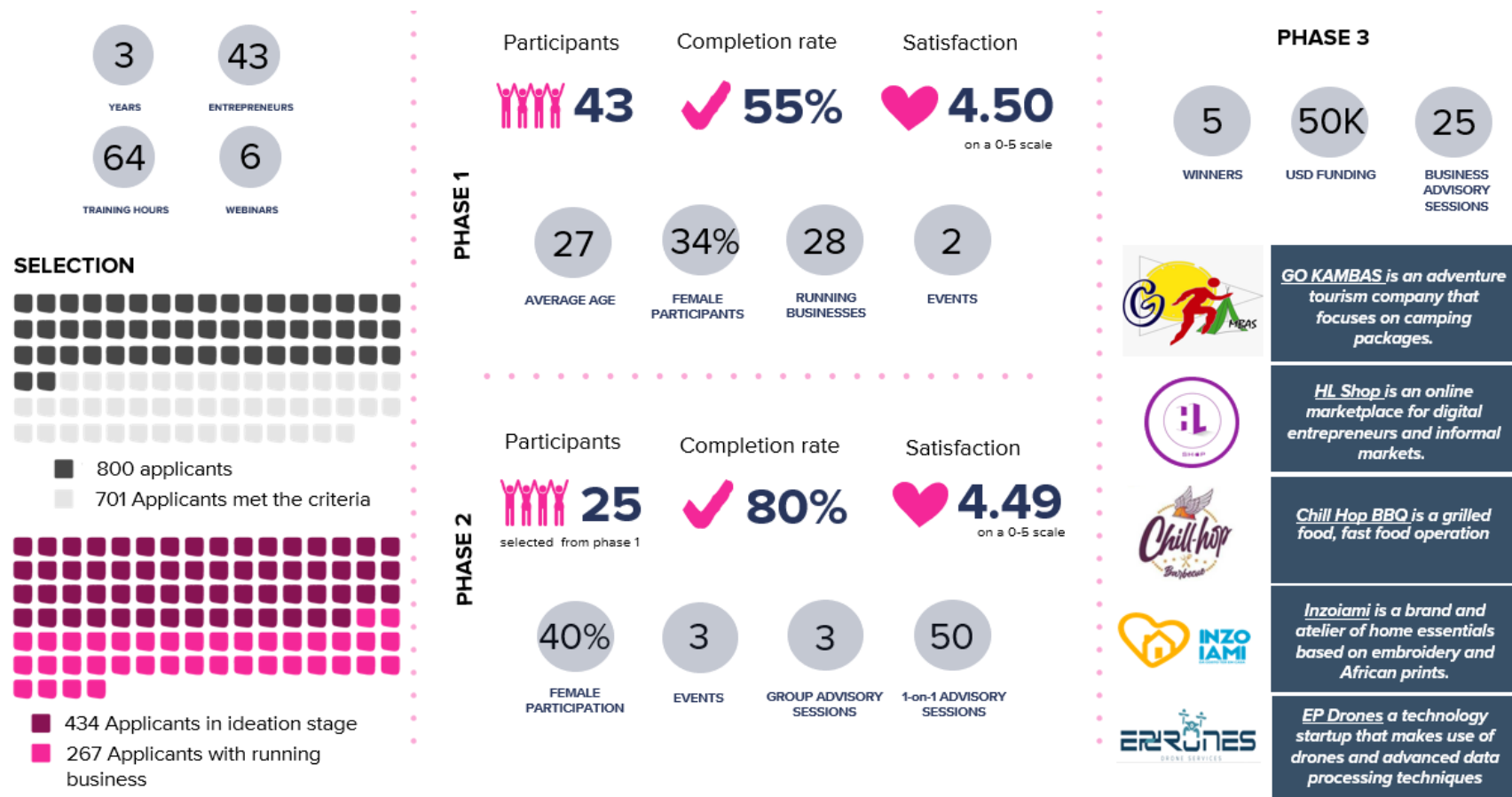
- Map the local entrepreneurship ecosystem by identifying and profiling stakeholders as well as identifying local challenges and barriers for start-ups in Luanda. This report was presented and approved by October 2019.
- Transfer of fundamental entrepreneurial and business skills to 50 Angolan entrepreneurs allowing them to build a viable business.
- Select and support 20 start-ups turning them into investment ready businesses.
- Award 5 start-up winners with seed capital and follow up support.
- Develop a thorough monitoring, evaluation and learning plan to understand the impact of the program on the entrepreneurs and re-evaluate the ecosystem.

Over the course of this Impact Report, the program implementing partners, Acelera Angola and ideiaLab will describe what was QQSE, its methodology approach, the main activities, the main lessons learned and recommendations as well as portray its contribution to the QQSE participants and to the Luanda entrepreneurial ecosystem.

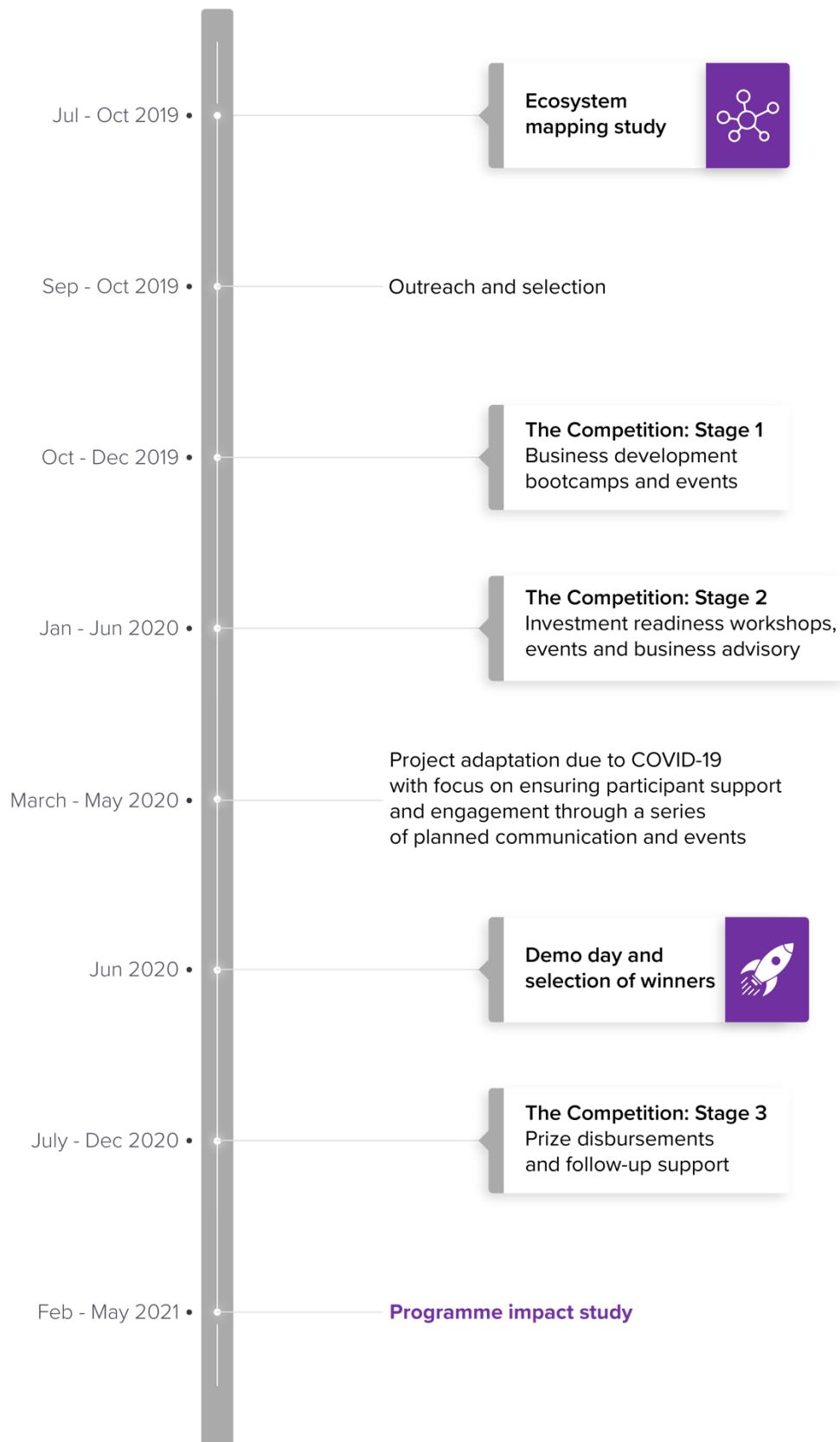


PROGRAM IMPLEMENTATION

2.1 QQSE Snapshot



2.2 Lifeline



2.3 Stages of Implementation

2.3.1 Ecosystem Mapping Study

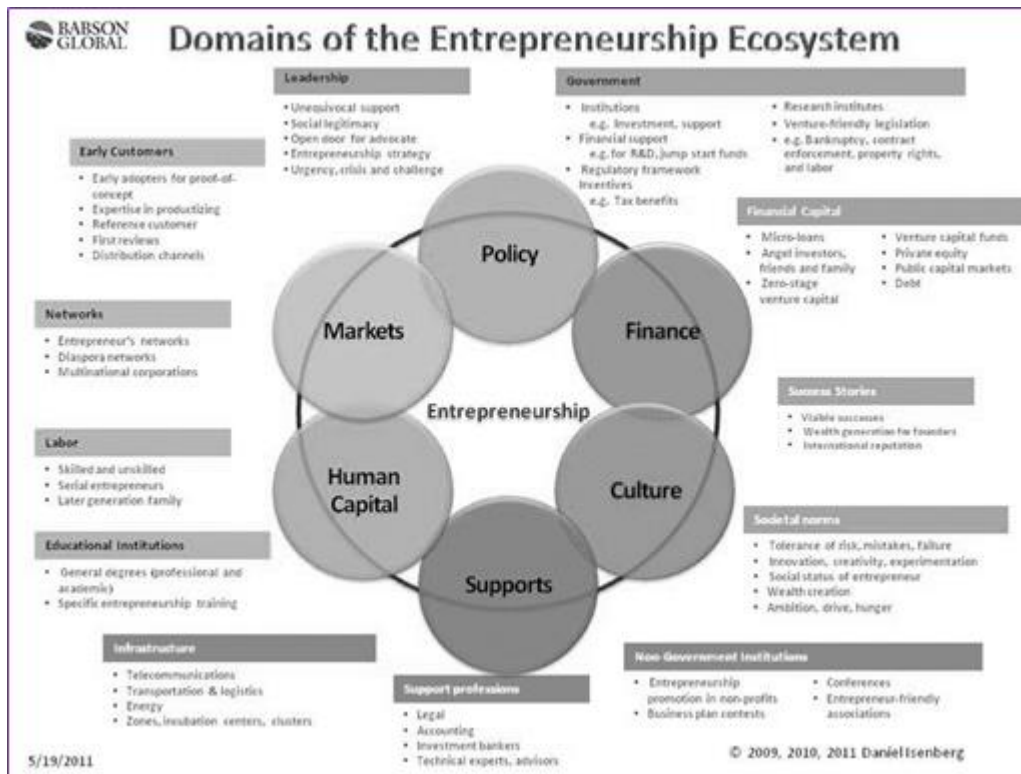
QQSE kicked off with a study of the Angolan entrepreneurial ecosystem that mapped the main stakeholders and identified, through them, the potentials, and limitations of the services available to entrepreneurs and how they relate to each other. The results obtained through documentation analysis, interviews to +30 ecosystem agents, focus groups and questionnaires with entrepreneurs, and a stakeholder engagement workshop.

+30

Interviews to ecosystem agents



The study used the Babson Entrepreneurship Ecosystem Project (BEEP) as a framework for the ecosystem mapping which, through a holistic approach, elaborates six core domains necessary for success: policy, finance, culture, support, human capital and markets.



In September 2019, the results obtained, and the analysis undertaken showed us an entrepreneurial ecosystem (in Luanda) that was activated and stimulated, with a critical mass of people who are motivated and interested in developing their businesses or becoming entrepreneurs.

In terms of the most highlighted challenges, this study also indicated that:

- Entrepreneurs find it difficult to access financial support and tailored financial products for entrepreneurs are lacking. Most have not had access to more formalized financial support structures.
- Entrepreneurs are challenged by the highly bureaucratic processes required when formalizing businesses or getting licenses.
- There is a misalignment between ecosystem stakeholders, which is shown through a lack of knowledge about who is within the ecosystem and what actions they are performing, as well as by a lack of institutional capacity from public institutions to implement strategies and assure effective impact.

Based on the study and the stakeholder workshop the following recommendations of initiatives were pointed out in three main categories as a viable way forward:



Inspiring and promoting entrepreneurship to youth:

- Identify and showcase success cases.
- Develop ideation events for youth.
- Develop acceleration events for startups that have already proven market relevance.



Access to finance:

- Create awareness for the needs and aims of startups, encouraging the design of alternative financing mechanisms and more adequate products.
- Development of a business angel community.
- Development of alternative forms of financing for early-stage businesses, for example: grant/ seed capital schemes, crowdfunding, leasing, overdrafts, factoring, amongst others.
- Capacity building of entrepreneurs and startups in order to make them more financially attractive and investment ready.
- Improve financial and business literacy of entrepreneurs and startups.



Ecosystem stakeholders:

- Capacity building for ecosystem players.
- Establishment of associations and an independent "entrepreneurial observatory".
- Define/decide on an authority for entrepreneurship and innovation.
- Single platform for data about initiatives and a planned calendar.

One year later, QQSE reached back to these stakeholders and entrepreneurs to identify signs that demonstrate progress in the Angolan ecosystem towards greater collaboration between actors, more responsiveness to entrepreneurs' previously identified needs or systemic changes in policies and practices that favor new business development.

It was possible to recognize that the ecosystem is slowly, and regardless of the COVID-19 crises, showing consistent signs of development. More on this in the impact section.

2.3.2 The Competition


2.3.2.1 The format

The competition was divided in 3 consecutive stages. Whilst stage one had the purpose of kick starting the business by building the foundation of a tested and attractive business concept and model, stage two had the objective of supporting the participants to build a more robust business by developing a strong organization, working on building long lasting relationships with their customers and maintaining profitable operations. Finally, stage three, focused on supporting the competition winners in implementing and using the prize amount to grow their businesses.

The QQSE capacity building approach was developed based on ideiaLab's training methodology and having in mind the participants profile and the program objectives. ideiaLab's methodology is grounded in andragogy and experiential learning. The experiential and Human Centered Design approach focuses on building the mindset, the attitudes, the skills and provides the tools the participants need to develop and strengthen their businesses. Having in mind the profile of the participants, a strong focus was put on self-development as much as on the development of technical competencies.



The activities promoted strong interaction among participants as well as individual and group exercises, as ideiaLab believes these are key aspects to develop conceptual and behavioral competencies, together with the development of practical skills. Circa 20% of the training is theory, 40% application, 40% practice.

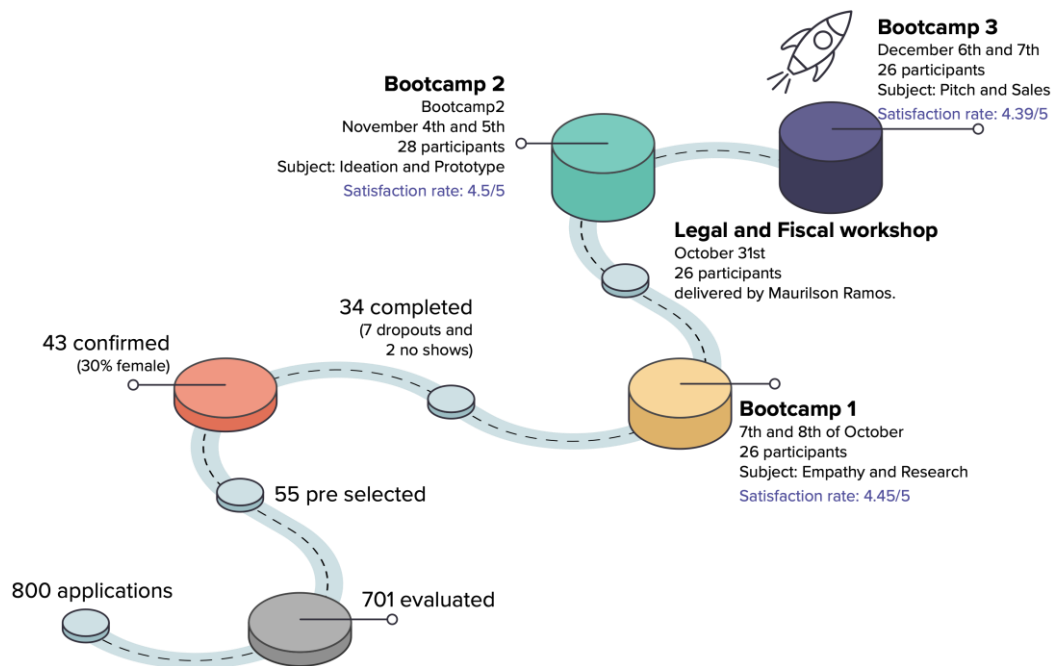

GrowthWheel® [GrowthWheel](#) was used as a methodology and tool for the business advisory sessions. It supports start-ups and growth companies to build their businesses through a simple action-oriented process — one that stays true to the way most entrepreneurs think and work.

The GrowthWheel framework guides structured conversations about a business, and helps the entrepreneur identify opportunities and challenges of the company. Avoid blind spots using the framework and identify the most important focus areas within your client's business.

2.3.2.2 Stage 1

During the outreach and application phase QQSE registered an amount of 800 applications. Of which 701 met the criteria and were evaluated. Out of 701, 55 were pre-selected, 43 showed interest in being part of the competition and confirmed their presence, which guaranteed a 30% female participation rate. By the end of Stage 1, 34 participants had successfully concluded and were eligible for Stage 2. Which means that Stage 1 had 7 dropouts and 2 no shows.

Summary of Stage 1



Satisfaction and Testimonials



"Being part of QQSE was especially important! I opened myself up to the world of business. It was great to have access to the tools that we had. And business wise, it made me see the way forward."

- Luzineide Tomás -



"This experience was a life within a business in real life, I had never had such an impactful experience. I learned in practice what I know in theory. I started to live entrepreneurship from this bootcamp. Grateful."

- Flávio João -



"I was able to focus on my core business, developed a marketing strategy, financed my own business, and the profits from the services served for reinvestment, I hired creative and professional young people and today I am expanding the business to 3 more provinces."

- Mavi Nguengo



"I feel privileged to have been one of the young people selected to participate in this first edition of QQSE, during the first bootcamp I learned a lot. I acquired skills in proactivity, commitment, emotional control, as well as new information about leadership in entrepreneurship and networking."

- Eric Sousa -



"I could think about new strategies for the business. Understand each requisite from my clients and to never stop innovating. Have always something new to make desirable."

- Cleo de Almeida -



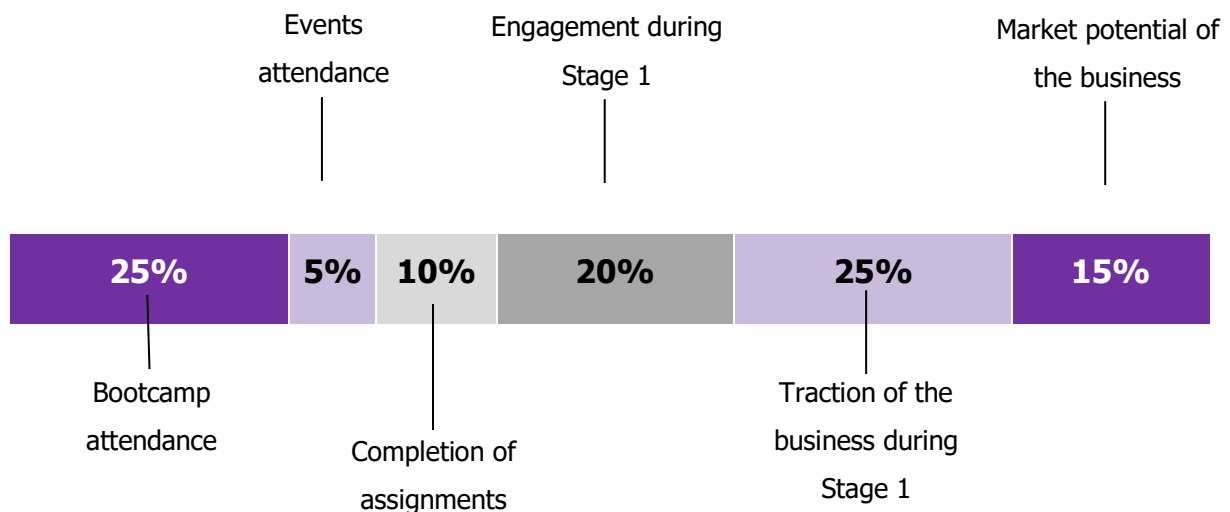
Relevant Findings

- To ensure a higher quality of applications that go hand in hand with the pre-established profile (specifically minorities and business stage) requires a tailored and collaborative approach to outreach with support from selected partners.
- Application process was seen as difficult by the participants; a more straightforward and simple application process should be considered.
- The selection process should be more thorough and might include for instance, face to face interviews, or pre-events, to guarantee that the selected participants are fully committed to the program and that there is an alignment between their needs and what the program offers.
- Continuous community engagement and close interaction (e.g., over WhatsApp groups) with participants is important to ensure attendance in workshops, collection of information and an overall positive QQSE brand perception.

- Ensure that venues are accessible to participants in term of location and amenities.
- Flexible workshop schedule should be considered. E.g.: weekends.
- There should be greater clarity in communication about the program and should be shared in program kick off. I.e.: calendar, events, deliverables, selection criteria, program deadlines.

2.3.2.3 Selection

Stage two started with an in-depth participants assessment and selection process. At the end of stage 1, 36 participants were evaluated based on the following criteria:



The rationale behind the above criteria, and having in mind the program objectives, was to focus on the participants that showed commitment to the progress of their business. Besides the evaluation criteria the QQSE team also had in consideration the level of female participation in the program (with participation of women increasing to 40%).

At the end 25 participants were selected with an overall level of 40% of female participation. Having in mind the learning from the first bootcamps and already

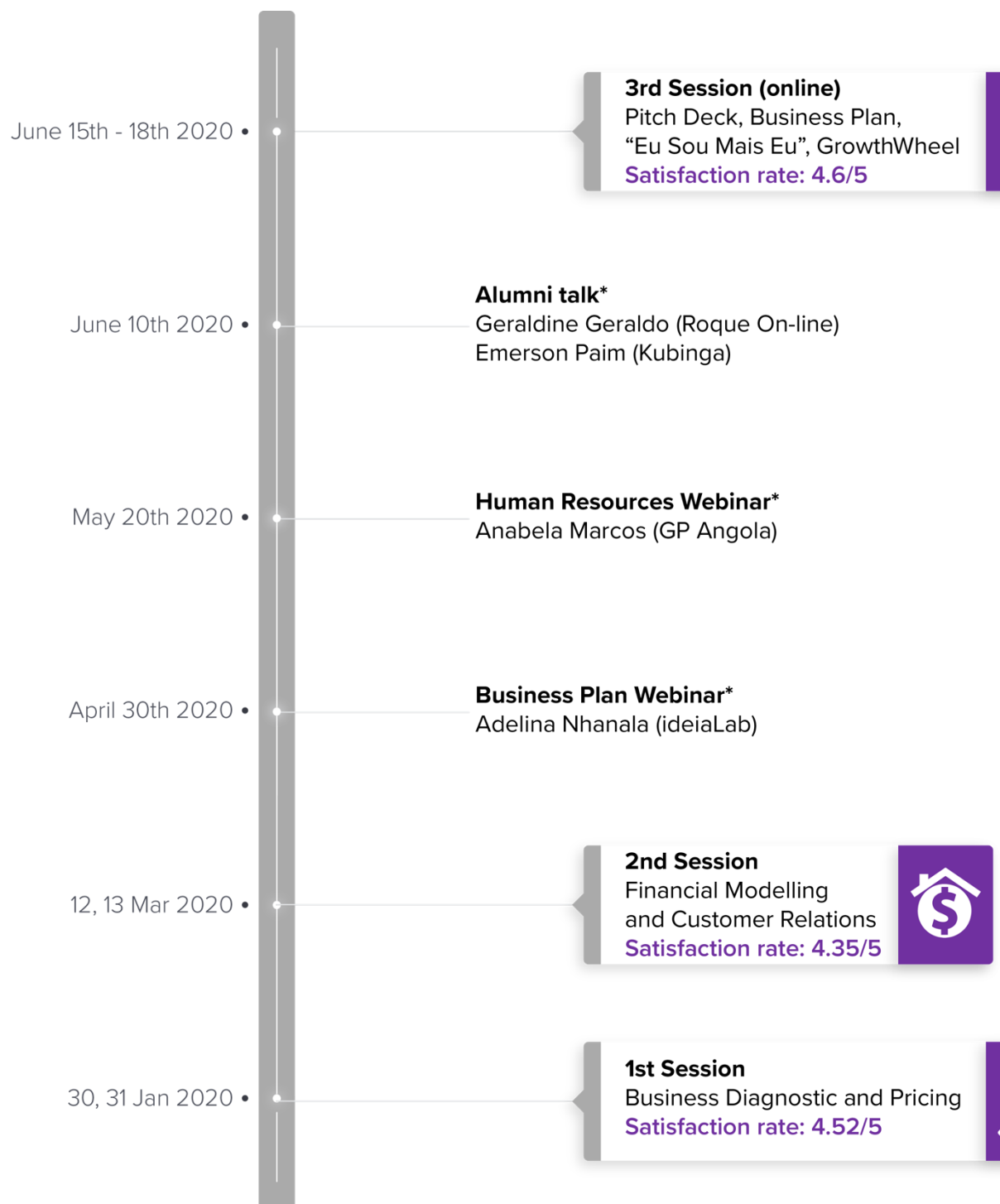


expecting a considerable drop-out rate 5 more participants were selected to advance to Stage 2.

2.3.2.3 Stage 2

Stage 2 had the objective of preparing the finalists to strengthen their start-up as a business organization and become better prepared to receive investment. This meant that the workshops were focused on managerial competencies such as financial management, marketing, customer relations and strategy. During the workshops participants would learn how to develop these tools and in their own time tailor them to their own business. These activities would then be the building blocks for the business plan the participants would submit by the end of the Stage. To reinforce these concepts and guarantee that the participants did not stay behind the business advisory sessions were a touch point to eliminate any remaining doubts and keep the participants engaged.

In March 2020, and after the two first workshops, the Stage 2 activities plan was updated due to the COVID-19 pandemic and implied that all the events onwards would be online. Namely, the third workshop (became an online learning week) and the Demo Day. It was also agreed between the program partners that further support should be given to the participants due to the Volatility Uncertainty Complexity and Ambiguity nature of the period. Therefore, 3 more online events, sharing of knowledge of how to mitigate risks and adapt to a crisis, access to support network and additional one-on-one, one hour business advisory sessions, were made available to the participants.



Satisfaction and Testimonials



"During these workshops, I learned that selling is important, but it is not the only thing that sustains a business. The organizational structure and financial management must be in harmony as well."

- Jildo Liliano -



"After the workshops I managed to give direction to my business, during this time the knowledge acquired has allowed me and my team to offer a very efficient and client centered service."

- Mazongani Bunga -



"The self-development exercises were a breakthrough for me as a person and as an entrepreneur."

- Cecília Domingos –



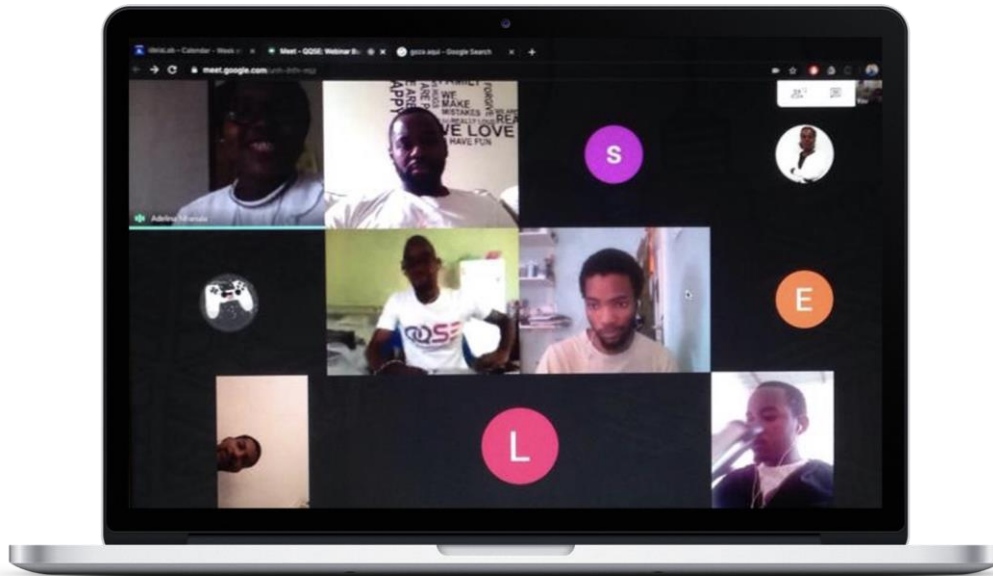
"Many of us had the desire to grow, and this experience taught us that the growth of our business is much more valuable when the foundations of the business are well established, and this allowed us to have these bases."

- Irene Carindi -



"So far this experience has been unique. These workshops have worked on me as a person and as an entrepreneur. Before, my idea was just an idea, now I look at it as a startup with potential to scale, with clear financial metrics and its position in the market. In short, participating in this program has been super productive."

- Aurélio Capunga -



Relevant Findings

- Experience from this program validates that selecting around 25% more entrepreneurs than the initial number is a wise decision to make up for no shows and dropouts.
- The soft skills modules, “Eu Sou Mais Eu”, was highly valued by the participants. Its light, provocative approach fosters a sense of self curiosity and inspires the participants to learn more about themselves.
- Online events such as webinars, talks and lives provide an interesting opportunity for entrepreneurs to learn and engage with other more experienced and like-minded individuals. These tailored events also complement the training content and reinforces the message with real life examples from respected entrepreneurs.
- The business advisory sessions were used as frequent touch points to guarantee that the participants applied the learnings from the workshop, to keep them engaged, and improved the quality of the deliverables namely the Pitch and the Business Plan.

- The option of recording the pitch videos with a professional team improved dramatically the quality of the videos, giving the participants another level of professionalism and content to showcase the program.
- The structure and flow of the training program successfully guided the participants during the process of developing an attractive business concept (Phase 1) and to strengthen their organization to be better prepared to receive the award (Phase 2).

2.3.2.4 Demo Day

The Final of the QQSE took place on June 30th, 2020. It was a brief, 1 hour energetic and celebrative event, held on Google Meet that counted with the presence of 60 participants and it was live streamed through Facebook where it counted with 84 interactions and it was watched from 10 different cities across Angola, Mozambique, United Kingdom, Portugal, Germany, Russia, France and Brazil. Out of the 20 applications, 5 winners moved to stage 3.

The jury was composed by QQSE program partners, namely Eliette Mendes from the US Embassys, José Carlos dos Santos from Acelera Angola, Sara Fakir from ideiaLab and external evaluators, namely Calisto Ebo from Bodiva and Cláudio Kiala from SOBA Store.

Each jury went through every submission, reviewing the Pitch Deck and the Business Plan, and score them (0-4) according to the previously defined and shared 5 criteria, namely: business feasibility, relevance to the market, team and organization robustness, level of innovation and social, economic, and environmental impact.

2.3.2.5 Stage 3

For the winners, Stage 3 was the jump-start of their businesses. The business advisory sessions, on one hand, allowed them to reevaluate the market and better prioritize

their business needs. The funding, on the other hand, was critical for each business to address the previously identified needs.

Over the course of this stage, each winner and their teams had access to 6 months of follow-up support, with monthly business advisory sessions as well as causal and sporadic support over phone calls and/or WhatsApp group.

For these advisory sessions, the use of GrowthWheel was also used has a support toolbox.

Testimonials

“Phase 3 was important to rethink the branding and invest in creating a website. I evolved from a home-based company and gained a voice in e-commerce which connected me to an international market. I am currently formalizing a partnership with DHL to sell abroad. I already have permanent employees and developed a line of products because I was able to purchase a new machine. These steps were identified in the advisory process and it helped me to reevaluate my priorities and identify next steps.”

- Inzoiama -

“It was at this stage that we put into practice the knowledge we acquired and put the plan into action. We are in a process of constant improvement and the award and advisory sessions were an essential step. We acquired equipment, we established our headquarters, we invested in increasing knowledge in essential areas like English that allows us to reach other tourists. We hired an administrative and now we are a team of 6.”

- Go Kambas -

“

During the advisory process, I went back to analyzing my business, redid the business plan and revaluated the market. This gave me the ability to understand the real business priorities. It required me to grow more, to organize better and to give me a real sense of responsibility. With the award I invested in equipment to improve our operations, drone batteries so that we can work a whole day in the field, a laptop that processes the maps while we are on the road. This program also gave us visibility and brought me potential partners and collaborators. At the moment we are 3 and we will have 2 interns.”

- EP Drones -



Relevant Findings

- The program media exposure opened doors to the participants in other media channels, events, business partners and investors.
- The investment and disbursement plan that the winners submit to Acelera Angola is key to understanding the rationale behind the investment and to keep track of the capital expenditure. Also gives the participants a broader sense of accountability and how to manage their capital.

- The business advisory sessions are essential to guarantee that the prize is being properly invested in key areas of the business, that they have support to explore the right business decisions as well as to keep the winners excited and motivated.
- During Stage 3, the global COVID-19 pandemic has upended economies and businesses, especially start-ups. It was possible to see that the award amount was key for the sustainability of these businesses during this period. Around a third of the amount was used to cover basic running costs such as salaries and rent.

PROGRAM IMPACT

As described at the start of this report, one of the main set of activities was the development of a thorough monitoring and evaluation plan and framework.

This approach enabled QQSE to understand the impact of the program in the Luanda entrepreneurial ecosystem and most importantly in the life and business of the participants.

This framework included, as data collection tools, a participant baseline, a soft skills test, training feedback forms, an assessment survey to the participants that did not make it to the second stage, and an endline study.

This endline study had a twofold objective, to understand how the ecosystem evolved over the lifetime of the program and how did QQSE impact the participants.

With these findings it was possible to adapt the programme according to the feedback received as well as understand the recommendations for next steps and future programs.

Nonetheless, there were limitations regarding the collection of data as most of the participants did not answer the forms. With a registered average of responds of 35-45%.

3.1 QQSE participants

To understand the QQSE impact, the participants were divided into 3 group. The one's that only participated in Stage 1, the ones that participated in Stage 2 and the winners that went through Stage 3. Unfortunately, due to the low response rate it was difficult to make a realistic and even comparison between the participants from the different stages. Nonetheless, below a summary of the findings.

3.1.1 Stage 1

Regarding the evolution of the business throughout the program, 63.1% believe that their business has developed significantly during this period and 36.9% believe that the business is exactly the same.

More qualitative Insights from this study were already included in the [Findings](#) section of Stage 1.

QQSE Stories

Stage 1: Bomcomix Estúdios - startup focused on audio-visual content production. cartoons and comics.

"Before the QQSE we were a startup that had challenges in terms of day-to-day management and market positioning. We already had a few clients, but the revenue was irregular. QQSE was fundamental in our journey to develop our business. Looking into how to structure the business model and to find our niche in the market were game changers for us. As an entrepreneur, I felt that I matured and turned into a better professional. I took many of the bootcamp dynamics to my team and we now work better together, we have more cooperation and know how to hear and respect each other's opinion.



Today, despite the COVID crises, we are far better than we were before QQSE. With the restructured business model, a clear market position and the pitch training we found new partners and investors. Thanks to them we refurbished our office, bought equipment, and found new clients. Today our startup is financially sustainable. Our revenue went from 2.000.000kz every other month to 5.000.000kz every month. And thanks to the QQSE experience we were able to reinvent ourselves again during the crises. We have a couple of Ministries as clients as well as other businesses such as T'leva and Tupuca."

- Enoque de Carvalho -

3.1.2 Stage 2

Vendas Online Angola - e-commerce for sports equipment

"Before QQSE, Vendas Online Angola was stuck and not progressing. We would have quite a good number of sales, but we never had money and we lacked a clear strategy for the business. We were living day by day. When I think of my experience in QQSE I think of financial revolution!

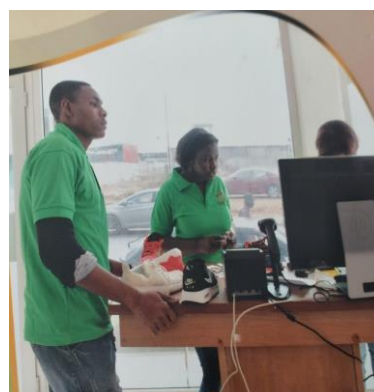


Understanding how to interact with the customers and gather their feedback was also important to us, for instance, thanks to this, we are now investing in a new product category, women fashion accessories.

But the focus on the financials was crucial to us. Now I manage my business differently, I separate my accounts from the businesses which in turn enabled us to plan, project and align the investments we need to do. This enables us to control our stock better and become optimistic about the future.

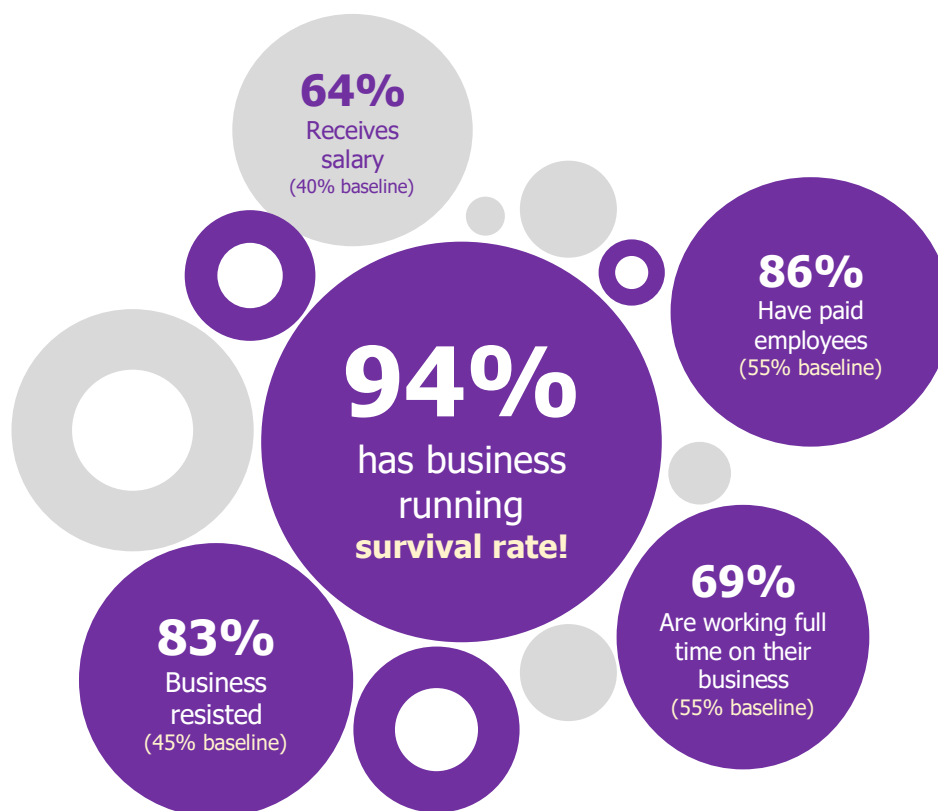
With the pandemic, we were forced to cancel our plans to reopen our physical store, and although the sales drastically reduced, we still manage to save more money. We never had bankruptcy levels again like we did before.

To find new revenue streams for the household I had to reinvent myself. The self-development modules helped me a lot. I had to apply for a job, and thanks to QQSE I was better prepared to talk about my new financial skills and my experience in representing my company in the competition. I managed to get the job at UNICEF, and this is helping me to put food on the table for my family.



Besides my work, I even use the financial templates for my personal use and with the savings we are doing we are now planning to reopen the physical shop."

3.1.3 Overall: baseline/endline comparison*(53% response rate)



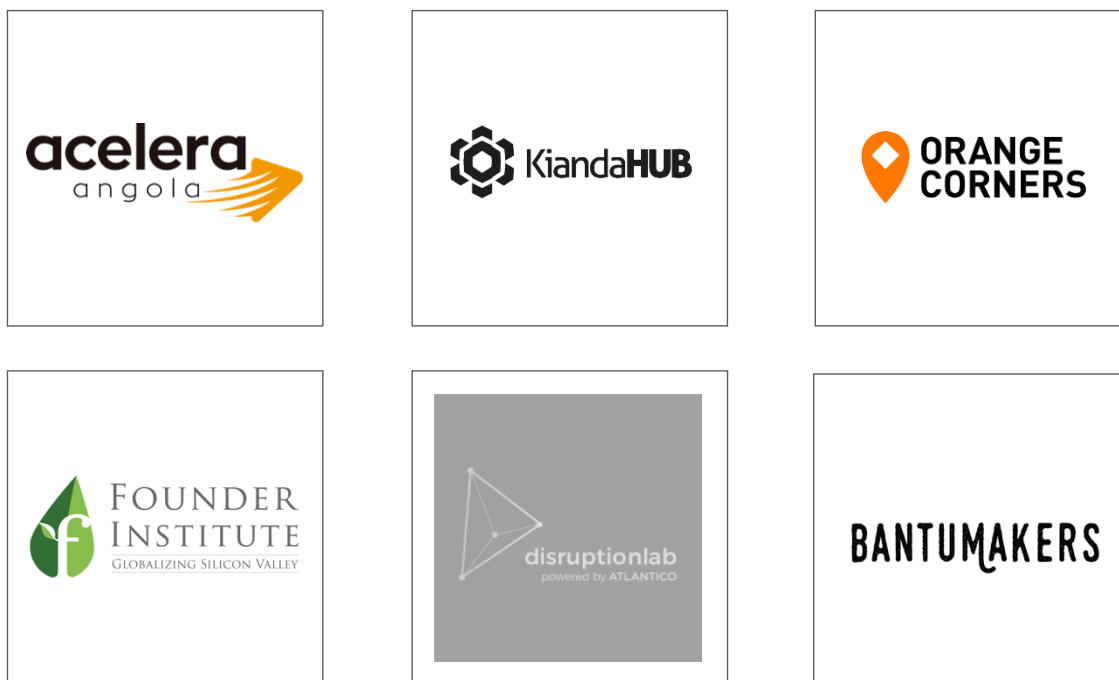
3.2 Luanda Entrepreneur Ecosystem

With the intention of understanding the status of the Luanda entrepreneur ecosystem 19 months after the initial study a series of interviews to +20 ecosystem agents were done, an online questionnaire to the entrepreneur community was shared and desk research was conducted.



At the start of this report, it was mentioned that it was possible to recognize that the ecosystem is gradually, and regardless of the COVID-19 crises, showing consistent signs of development.

The results obtained through this study show that the same key players identified in the first study are still active, working closer and presenting consistent programs and



services to the ecosystem. (E.g., Acelera Angola, Orange Corners Angola, KiandaHub, Founders Institute, Disruption Lab (new), Bantu Makers).

It is optimistic to see that some of the recommendations and next steps presented in the first report are reality now. For instance, in terms of entrepreneurship support services there are more, ideation events (E.g., Hackathons) and acceleration programs. Sector specific programs are appearing as well (for example, LISPA for fintech's/insurtech, KAIRO green businesses). Programs that are also more comprehensive in terms of orchestrating and working with different players of the ecosystem such as LISPA that works with Government, banking sector and private institutions. As well as more technical support for financial literacy and legal such as Clínicas Jurídicas, Kamba Rico e Kitadi to name a few. It is now possible to see entrepreneurs already having access to support through the different stages of their journey.



Regarding Media and Culture, there are more publications showcasing entrepreneurs. For instance, Expansão NewsPaper, Rádio LAC (Grande Plano about female entrepreneurship and Conversas 4.0 about technology and innovation), Menos Fio and Podcasts Conversas Startup just to name a few.

Although the banking sector leads the ecosystem with the number of initiatives (BAI Garagem, Standard Bank Incubator, BNA) the access to finance domain is still an aquiles hill for the ecosystem. Nonetheless positive signs of tailored startup funding mechanisms are emerging. For example, (BantuMakers [Deya](#), [Aro Crowdfunding](#) and [Hemeris Capital Partners](#)).

In terms of new networks and associations, the Associação das Startups is working with the intention of creating Angola's Startup Act Designed to make it easier for startups to operate, Startup Acts include an amalgamation of policies intended to increase the incentives for young people to start a venture and promote entrepreneurship.

It is important to have in mind that complex ecosystems, such as the Angolan one, take time to evolve and become permeable to the voices and needs of entrepreneurs. This is particularly true in the context of the COVID-19 pandemic but nevertheless, the Luanda entrepreneurial ecosystem is showing important indications of being a resilient and innovative ecosystem capable of supporting the entrepreneurs in the face of a crisis.

CONCLUSION

The Luanda entrepreneurial ecosystem is still in its early stages and understandably fragmented. Although the ecosystem is showing positive signs of progress and cooperation there is still a narrow range of basic entrepreneurship support services. Services and activities such as capacity building, technical support, access to markets and adequate finance, existence of true role models, supporting groups and networking spaces are still at their very beginning and lack a structured, inclusive, and coordinated approach to entrepreneurship.

The timing to pioneer and test a program that is comprehensive in its support and that works hand in hand with the ecosystem stakeholders to promote a more sustainable and inclusive ecosystem was propitious.

For the participants, QQSE was more than a capacity building program, there is constant feedback that this program was a life changing experience that transformed them into better professionals. In hindsight, QQSE prepared these participants to become more resilient and confident to be able to reinvent themselves and go after their dreams regardless of the macroeconomic / social environment around them.

QQSE aimed to build the foundations for long-lasting growth, by showcasing that an integrated and systematic approach fosters cooperation between stakeholders as well as increases exponentially its endline impact to the entrepreneurs.

SUCCESS STORY

EP Drones is a technology startup that makes use of drones and advanced data processing techniques, focusing on creating solutions for our clients in several areas such as: agriculture, construction, inspection, and videography.



EP Drones started QQSE with just an idea and grew step by step with the program, becoming one of the five winners.

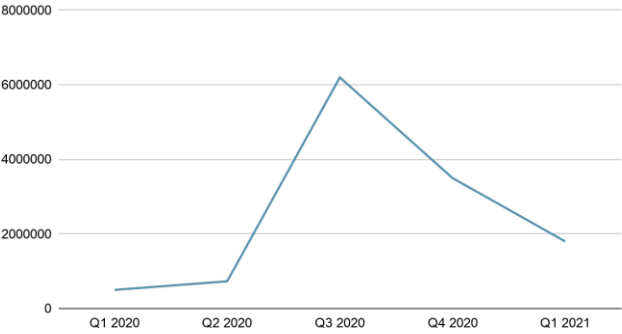
Edilson Pires, EP Drones' founder, believes that being part of QQSE was crucial in the swift development of his business. QQSE gave EP Drones the right direction and steps to build an attractive and sustainable business without committing the same mistakes he would otherwise have.

Edilson saw the Bootcamps for Business Development as an essential part of his self-development as an entrepreneur and he thanks this Stage for aligning him with his business. Thanks to the group dynamics he can now manage his team better and the rich interaction with his colleagues brought new ideas and motivation to continue his journey.

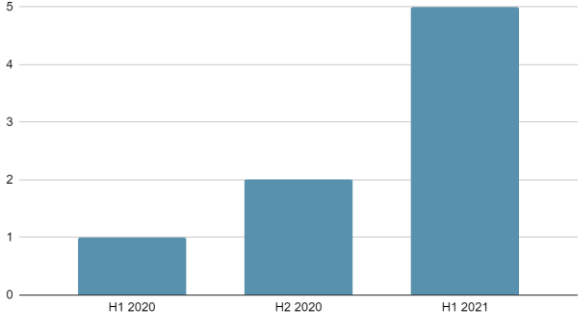
Thanks to the interaction with potential clients and the pitch training EP Drones had its first client before the end of 2019, and the inauguration of an office and recruitment of a team of 2 coming soon after.

By the end of 2020, having gone through the Workshops for Investment Readiness and the Business Advisory support, EP Drones secured two of their biggest contracts up to date and had excellent feedback and international recommendations from their work. Today EP Drones is expanding to new sectors such as Agriculture and offering new services with better quality to clients thanks to the acquisition of new equipment and the improvement of internal processes developed during this time.

Quarterly revenue EP Drones



EP Drones team



WINNERS PITCHES



<https://youtu.be/dsfJvC2wSBk>

Soraya Santos | Inzoiami



<https://youtu.be/NJKHz5J2UT8>

Valdemar Hoque | HL SHOP



https://youtu.be/ge_6oj7EwdgLink

Edilson Pires | EP Drones



<https://youtu.be/2Ng1xIereHc>

Edulson Júlio | Go Kambas



<https://youtu.be/ynEQiIXi8gg>

**Gelson de Oliveira | ChillHop
BBQ**